

Higher Education Economic Development (HEED) Fund

To: Heads of higher education institutions

Summary: This Circular announces the Higher Education Economic Development (HEED) Fund allocations for 2003/04 and indicative Knowledge Exploitation Fund (KEF) allocations for the period 1 January 2004 to 31 July 2005. It also requests updated HEED plans.

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■ INTRODUCTION

- 1 This Circular announces the Higher Education Economic Development (HEED) Fund allocations for 2003/04 and indicative Knowledge Exploitation Fund (KEF)* allocations for the period 1 January 2004 to 31 July 2005. It also requests institutions to submit an updated plan in support of the development and delivery of their overall economic development activities.

** The proposed transfer of KEF to the WDA notwithstanding (and no details are available at the time of writing), the Council believes it best to continue with its current approach until the details of the transfer and its consequences have been worked out and agreed by the parties concerned.*

■ BACKGROUND

- 2 **Circular W03/19HE** reported the outcomes of the consultation exercise held earlier this year on the development of the HEED Fund. In that circular, the Council announced its intention to "establish a full-blown third mission fund from 2004/5, meaning that for 2003/04 the HEED Fund remains focused on economic development activity." In view of the impact that moving from funding economic development activities to funding all third mission activities (ie social, cultural and economic development) may have on the planning process in 2004/05, the Council is requesting for 2003/04, only an update of the plans submitted by institutions last year.
- 3 Circular W03/19HE also reported that the consultation exercise had shown overwhelming support for strengthening the links between the HEED Fund and the Knowledge Exploitation Fund (KEF). This imperative was given further weight when this year's remit letter to the Council from the Welsh Assembly Government enjoined the Council to ensure that action under KEF complements work supported by HEED funds, and to ensure that institutions take a strategic approach to all of their knowledge exploitation work. Accordingly, all allocations to higher education institutions (HEIs) from KEF between 1 January 2004 to 31 July 2005

will be subject to the receipt of a HEED plan that satisfactorily demonstrates the institution has effective entrepreneurship and innovation strategies in place. (This is in line with the HEED planning guidance issued last year and places no new reporting requirements on institutions).

■ HEED ALLOCATIONS 2003/04

- 4 The 2003/04 HEED allocations are presented at **Annex A** of this circular. They have been calculated using the funding methodology set out in Circular W03/19HE. As stated in the circular, this funding methodology should be regarded as interim in nature pending the proposed introduction of full-blown third mission funding from 2004/05 onwards, which will be the subject of further consultation with the sector.

■ KNOWLEDGE EXPLOITATION FUND (KEF) ALLOCATIONS

- 5 KEF is now approaching the end of its first phase (2000-2003) and a strategy has been drafted for phase 2 (2003-2006) that supports the implementation of the Entrepreneurship Action Plan for Wales and the recently published Innovation Action Plan for Wales, *Wales for Innovation*.

- 6 KEF strategy for phase 2 incorporates three key goals. These are:

Goal 1

To ensure a cultural change towards innovation and entrepreneurship within HE and FE institutions through activities designed to create, value and promote innovations with a view to commercialisation.

Goal 2

To raise entrepreneurship and innovation skill levels, confidence and ability of both staff and students in FE and HE institutions.

Goal 3

To accelerate the successful application of knowledge and the commercialisation of ideas and products developed in institutions.

- 7 Over the period 1 January 2004 to 31 July 2005 indicative KEF allocations for HE institutions are as follows:

- ◆ Goal 1 - £1,388,000
- ◆ Goal 2 - £700,000
- ◆ Goal 3 - £2,110,703*

{*subject to increase depending on outcomes of current ERDF bid}

8 Institutions are asked to provide a brief statement of how their HEED strategy aligns with the key KEF goals set out in paragraph 6 above (see paragraph 10 for further details). This will be subject to scrutiny by independent assessment panels that KEF will be establishing to oversee the release of the following KEF monies for the period 1 January 2004 to 31 July 2005:

- ◆ £50,000 per HEI to support institutional strategies for entrepreneurship;
- ◆ £50,000 per HEI to support institutional strategies for innovation; and
- ◆ (subject to ERDF bid approval) up to £60,000 per institution for core Patent and Proof of Concept (PPOC) funding.

9 However, institutions should note that funding for entrepreneurship scholarships, individual PPOC projects and all knowledge transfer projects (including funding for incubation space), will be subject to a separate application process. Details of these application processes will be provided separately by KEF in due course.

■ HEED BUSINESS PLAN UPDATE

10 Last year institutions were asked to submit a plan setting out their strategy for a three-year period (2002/03 to 2004/05), consistent with their latest strategic plan. Institutions were also required to prepare a HEED implementation plan and KEF operational plans indicating planned operational activity over the first twelve months of the planning period.

11 As stated in paragraph 2 above, this year institutions are asked to provide the Council only with a brief update report that:

- (i) Informs the Council on progress made over the past twelve months towards implementation of the strategy set out last year.

- (ii) Advises the Council of any material changes made to the strategy since its submission last year, clearly stating the rationale for such changes.

- (iii) (Where appropriate) indicates how you have responded to the issues raised by officers on the strategy submitted last year.

- (iv) Summarises your success or otherwise in achieving the aims and objectives set out in last year's HEED implementation plan. Where verifiable targets set have not been met, please provide a brief indication of why not, and of how this has impacted on the 2003/04 implementation plan.

- (v) Attaches a HEED implementation plan for 2003/04. A suggested format is provided at **Annex B**, but institutions are free to adapt this in line with their own internal planning processes. However, all institutions are asked to ensure that their implementation plan includes verifiable performance indicators that will be used to monitor and evaluate institutional performance in this area.

- (vi) Includes a brief statement of the added value that KEF will bring to activities planned for 2003/04, and how these activities will contribute to the key KEF goals set out in paragraph 6 above.

- (vii) Indicates how you intend to utilise KEF monies in support of the achievement of your 2003/04 HEED implementation plan. Please note that because of the accountability requirements of European funding, this must be done using the forms appended at **Annex C**. Also provided within Annex C is guidance on the nature of activities eligible for KEF support.

- (viii) Encloses a fully completed HEED data return, which is attached as **Annex D**. The collection of these data is fundamental to the development of future third mission metrics in Wales.

Collaborative Activity

- 12 As last year, and bearing in mind developments across Wales in delivering the Welsh Assembly Government's reconfiguration agenda, the Council would welcome joint submissions from two or more institutions. In the light of the developments planned for 2004/05 (paragraphs 2 and 4 refer), and to minimise the workload for any institutions that decide to submit jointly, a full strategy is not required. Instead, the institutions concerned should provide a combined HEED implementation plan for 2003/04 and set out in a covering letter the steps being taken to coalesce their separate strategies as submitted last year. Any HEIs wishing to explore a joint submission are invited to meet Council officers to discuss requirements in more detail
- 13 Again, because of the accountability requirements of European funding, institutions that submit combined HEED implementation plans, will still be required individually to complete the KEF forms at Annex C.

■ **CONSIDERATION OF THE PLANS**

- 14 The release of both the Council's 2003/2004 HEED funding and monies from KEF over the period 1 January 2004 to 31 July 2005 will be subject to the submission of an effective HEED plan update from which the Council can have confidence in the institution's commitment and ability to deliver economic development activities. The Council may withhold funding if the update fails to provide any of the information requested at paragraph 11 above (and, where appropriate, paragraph 12).
- 15 Following the practice adopted last year, the Council will share with institutions the criteria against which plans will be assessed. These criteria will be circulated separately.

■ **2003/2004 ALLOCATIONS**

- 16 The Council has set aside £3,128,070 for economic development activity in 2003/2004. In addition at least a further £4,198,703 (see note to paragraph 7 above) will be available to the HE sector through KEF, covering all three goal areas, for the period 1 January 2004 to 31 July 2005.
- 17 The HEED Fund allocations for 2003/04 have been calculated on the basis set out in paragraph 4 above and these are presented at Annex A.
- 18 Subject to the receipt of a satisfactory HEED plan update, payment of the 2003/2004 HEED allocations will be made in three equal instalments phased between October 2003 and April 2004. KEF monies will be available to be drawn down quarterly in arrears subject to satisfactory achievement of targets.

■ **RESPONSE DATE**

- 19 Plans should be submitted **by 11 August 2003** to Christopher John at HEFCW, Linden Court The Orchards, Ilex Close, Llanishen, Cardiff, CF14 5DZ. Please provide two bound plans and a disk version, and ensure that all pages are numbered.
- 20 As last year, officers are willing to meet colleagues in institutions individually (or together if preferred) to discuss any issues arising from this request for updated HEED plans. There will also be opportunities to discuss these matters in a workshop that the KEF Team is organising in Mid-Wales on **11 June 2003**, when HEFCW officers will also be in attendance.
- 21 Queries relating to this circular in general should be addressed to Teresa Cooper, whilst specific queries in relation to KEF should be addressed to Terry Stubbs (Innovation Champion for Wales) and Lee Suthard (Entrepreneurship Champion for Wales). All contact details are on the front cover.

LIST OF ANNEXES

| | |
|---------|---|
| ANNEX A | PROVISIONAL HEED FUND ALLOCATIONS 2003/04 |
| ANNEX B | SUGGESTED FORMAT FOR HEED IMPLEMENTATION PLAN |
| ANNEX C | REQUIRED KEF INFORMATION |
| ANNEX D | HEED DATA RETURN |

Provisional HEED Fund Allocations 2003/04

| Institution | Allocation (£) |
|--|------------------|
| University of Glamorgan | 222,792 |
| University of Wales, Aberystwyth | 278,022 |
| University of Wales, Bangor | 394,766 |
| Cardiff University | 806,591 |
| University of Wales, Lampeter | 42,682 |
| University of Wales Swansea | 550,823 |
| University of Wales College of Medicine | 346,307 |
| University of Wales Institute, Cardiff | 192,262 |
| University of Wales College, Newport | 141,636 |
| North East Wales Institute of Higher Education | 32,770 |
| Swansea Institute of Higher Education | 75,954 |
| Trinity College Carmarthen | 16,211 |
| Royal Welsh College of Music and Drama | 26,000 |
| University of Wales CAWCS* | 1,253 |
| Total | 3,128,070 |

* This is an inherited commitment from previous Contract Research funding arrangements.

SUGGESTED HEED IMPLEMENTATION PLAN FORMAT

1 Strategic Aim (ie as taken from HEED strategy submitted last year and with one table of activities for each strategic aim)

.....

| PLANNED ACTIVITIES | VERIFIABLE PI(s) | BY WHEN | RESPONSIBLE OFFICER | COST £ | SOURCE(S) OF FUNDING | OTHER RESOURCE IMPLICATIONS | COMMENTS |
|--------------------|------------------|---------|---------------------|--------|----------------------|-----------------------------|----------|
| | | | | | | | |
| | | | | | | | |
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| | | | | | | | |

KEF STRATEGIC OVERVIEW

Form Guidance

Introduction

This form is intended to be linked to your institutional planning process and be an integral part of the process. It is intended to be a document, which is useful during and after the planning process and will be constantly referred to during the period for which KEF funding is in place.

This document is also intended to simplify future application forms by gathering all the common information requested in previous forms into this one document. Once completed and approved this form will be used as the basis for all other applications to the KEF for funding support.

The three goals of KEF are integral to this document. These goals are presented at paragraph 6 in the main body of the circular.

It is crucial that this document cross references with all relevant sections in your HEED plan, and that all relevant (HEED) strategic aims are categorised under these three goals.

Guidance Notes for completion of strategic overview form

1.0 Strategic Overview

1.1 Enter full name of institution

1.2 This section is intended to provide a simple strategic overview. It is important that KEF is seen to be contributing to an institution's strategic aims as this helps to demonstrate the long term viability of funded activities. Therefore, there should be a clear alignment between the strategic intent of your institution and the KEF's strategic Goals.

For each KEF Goal give a brief summary of the ongoing institutional (HEED) strategic aims that will contribute to the KEF Goal. Explain how each aim will contribute to the relevant KEF Goal. Please cross reference to appropriate pages in your HEED plan institutional planning documents in FE. A simple cut and paste from relevant sections of your HEED plan is acceptable.

2.0 KEF Implementation Plan

KEF should form part of an integrated strategic funding package of activities that adds value and builds sustainable capacity. This section should summarise how this is to be achieved.

There are 3 tables in this section 2.1, 2.2 and 2.3 that correspond to the three KEF Goals. The institutional aims entered in 1.2 should be copied and pasted at the top of the table after the colon following "Aim 1".

List all the objectives that will help achieve this aim in the rows provided.

Use the Table as a template and insert or delete rows as appropriate. Please provide a separate table of objectives in respect of each of your strategic aims and number as appropriate – eg 2.1.1, 2.1.2, 2.1.3 etc

A simple cut and paste from a relevant institutional plan is acceptable into the relevant section of the table together with appropriate explanation as necessary to add clarity.

2.1 Objective Number

This is just a sequence number for future identification.

Cross Referencing of Document

Please cross-reference your tables to your HEED plan or other relevant institutional strategy(page and paragraph numbers) to enable KEF Assessment Panels easily to find the relevant section within the plan.

Details of Objectives

The details of each objective should be entered into the relevant column on the table. Provide a SMART Objective entered in a logical sequence (see **Appendix 1**) and explain how the objectives are linked.

How does this objective add Value ?

The table should be completed clearly showing how the objective adds value ie What does this object achieve for the institution in terms of added value and/or capacity building ? Cross - reference to your HEED plan if appropriate.

How is this objective sustainable ?

A description of how the objectives are going to be made sustainable is required in the relevant column of the table where appropriate. Cross -reference to your HEED plan if appropriate.

Funding Methods

Please enter details of how the objective is going to be funded by KEF (eg. Strategy for Innovation or Entrepreneurship, PPOC, TTC, TTN etc.), and include all other funding streams (eg institutional funding, WDA funding, HEED/HEFCW funding, etc.)

3.0 Management of all KEF Funded Objectives.

The KEF team and panel members need to understand the planning process and management structure that is used to plan and operate KEF supported projects and programmes of work. The following section is designed to give that information.

Where the plan outlined in this Annex has indicated that the institution will be applying for KEF support, the planning process and management structure should be outlined. Four boxes have been provided as a template, but the person completing the form can add or delete boxes as appropriate to reflect the operation of your institution's processes. Where the same process and management structure is used for a number of KEF funding support areas, then the author should use one box and indicate all of the support areas to which the box refers.

Please indicate, where appropriate, the planning process and management structures for each KEF area: Strategy for Entrepreneurship; Strategy for Innovation; PPOC; Technology Transfer Centres, etc. Please also indicate how risk is managed for each KEF area. Where appropriate, please cut and paste from the appropriate section of the HEED strategy submitted last year, and include the relevant page and paragraph numbers. Where no reference was made to these areas in last year's HEED plan, then please provide all the information requested.

If there are any pertinent changes to the information provided during the funding period, please write to KEF detailing all changes.

4.0 Accountability and Endorsement

4.1 Enter contact details of the designated officer / department charged with implementation of KEF operations. Please note that one individual or department should be responsible for the management of all KEF activities within each institution. Please provide full contact details including address to which all mail should be addressed together with fax number, direct telephone number and e-mail.

4.2 Name, position and signature of the person who completed the application form if different from above.

4.3A Principal, Vice-Chancellor or relevant senior manager with overall management responsibility for his area of activity should formally endorse the plan.

APPENDIX 1 – GUIDANCE ON SMART OBJECTIVES

Specific – Write down the objective with specific boundaries associated with it. The more details you write down about the objective will enable you to have a clear picture of what it is you want to achieve.

Measurable – Put measures on the goal and this will help to evaluate and monitor the project progress.

Achievable – Making objectives achievable does not mean not challenging or not adding value.

Realistic – Within the time, budget and other factors is the objective realistically going to be met. The objective can still be very challenging to meet.

Timescales – What are the timescales, which you are going to assign to achieving the objective. Do you want to assign mid project timescales to monitor the project against? Formulate the Action Plan with deadlines and milestones enable you and others in the institution to understand the timescale of the project and what needs to be done by when.

2.1 KEF Implementation Plan for **Goal Number 1** (Promoting Entrepreneurship Culture & Innovation within staff & students)

Aim 1: [Paste relevant institutional aim(s) from 1.2 here]

| Objective Number | Details of objectives | How does this objective add value? | How is this objective sustainable? | Funding methods |
|------------------|-----------------------|------------------------------------|------------------------------------|-----------------|
| 1 | | | | |
| 2 | | | | |
| 3 | | | | |
| 4 | | | | |

2.2 KEF Implementation Plan for **Goal Number 2** (Raising Entrepreneurship & Innovation skills levels)

Aim 1: [Paste relevant institutional aim(s) from 1.2 here]

| Objective Number | Details of objectives | How does this objective add value? | How is this objective sustainable? | Funding methods |
|------------------|-----------------------|------------------------------------|------------------------------------|-----------------|
| 1 | | | | |
| 2 | | | | |
| 3 | | | | |
| 4 | | | | |

2.3 KEF Implementation Plan for **Goal Number 3** (Accelerating the successful application of knowledge & commercialisation of ideas and products)

Aim 1: [Paste relevant institutional aim(s) from 1.2 here]

| Objective Number | Details of objectives | How does this objective add value? | How is this objective sustainable? | Funding methods |
|------------------|-----------------------|------------------------------------|------------------------------------|-----------------|
| 1 | | | | |
| 2 | | | | |
| 3 | | | | |
| 4 | | | | |

3. Management of KEF Funded Programmes.

| |
|---|
| 3.Management & Monitoring Summary |
| Please indicate the planning, evaluation and assessment process and Management structure for each of the KEF supported programme areas for the next year. |
| Strategy for Entrepreneurship |
| Strategy for Innovation |

Patent and Proof of Concept

Technology Transfer Centres/Technology Transfer Networks/Incubators

| |
|--------------------|
| Training Consortia |
|--------------------|

Section 4 – Accountability and Endorsement

| | | | |
|--|--|----------------------|--|
| 4.1 Contact name of Programme Manager | | Position Held | |
| Address | | | |
| Postcode | | Telephone | |
| Fax | | Email | |

| | | | | | |
|-------------------------|--|-----------|--|------|--|
| 4.2 Completed by | | | | | |
| Name | | Signature | | Date | |
| Position | | | | | |

| | |
|--|--|
| 4.3 Endorsed by and confirm alignment with overall institutional strategy. By signing the following, the individual named below confirming that they are fully aware of all KEF key actions and that they agree with the implementation of these actions. | |
| Name | |
| Position | |
| Signature | |
| Date | |

Office use only
Date received

Log number issued

STRATEGY FOR INNOVATION OPERATIONAL PLAN

Application Form Guidance

Introduction

Institutions are invited to submit their strategy for:

- i) the development of an innovation culture within their institution; and
- ii) the long-term support of innovation in SMEs.

KEF will support the capacity building elements of these strategies that are sustainable and which add value. Please follow these guidance notes carefully and ensure that the application form contains sufficient detail so that the KEF Assessment Panel can be assured that your planned activities are eligible for KEF support.

Key activities will be:

- identification of the science, technology or innovation related training needs in your local SME market, either from existing research data or by undertaking specific training needs analysis
- developing and piloting training resources that aim to meet identified needs, which will ensure quality of product and delivery methodologies.
- the provision of training or secondment opportunities designed to meet the learning needs of academic staff directly involved in delivering the KEF remit.

It is appreciated that time and effort has already gone into developing your HEED plan. It is expected that the compiler will cut and paste relevant sections from the plan where appropriate and only add narrative where clarity is required.

Guidance Notes for completion of KEF innovation operational plan

- 1.1 Enter full name of institution
 - 1.2 Enter total amounts of funding requested for staff and other funding from section 4.4
 - 1.3 Answer the questions by deleting as appropriate. Please keep supporting evidence for future auditing purposes.
 - 1.4 Enter contact details of the designated overall manager for the implementation of the KEF Strategy for Innovation. This will normally be the budget holder. Full contact details including address to which all mail should be addressed together with fax number, direct telephone number and e-mail should be included.
 - 1.5 Name, position and signature of the person who completed the application form if different from 1.4.
 - 1.6 A Principal, Vice Chancellor or relevant senior manager with overall management responsibility for this area of activity should endorse the plan.
- 2.0 This section of the form identifies how KEF funds will be used to deliver the institution's innovation strategy.
- 2.1 This is the KEF planning period.
- 2.2 A summary of the broad areas this proposal is going to tackle over the project period and the rationale behind it. Required here are: an explanation of the current situation; why KEF support is needed; what will be the outcome of the support; and (using the Assessment Criteria (Appendix 2 provided) a justification of eligibility for each objective.

With the above information, the KEF Assessment panel will use the following criteria to reach their conclusions about your proposals:

Capacity development linked clearly to institution's plan - Yes/Partial/No

Does the plan lead to long term sustainability? - Yes/Partial/No

Are the objectives eligible for KEF Support? – Yes/Partial/No

2.3 Since 90% of KEF funding should be directed towards staff costs this part of the form should be used to identify the staff involved in the delivery of the plan, and to identify the skills required to fulfil the programme of KEF supported work. The position/title is required not the name of the individual to be appointed.

2.4 Should detail the specific project management process. This should include:

- the management structure for project control
- how the plan has been devised, approved and authorised
- an outline of monitoring, progress review and control arrangements

Once the Terms of Agreement (TOA) are issued a full project plan together with quarterly milestones, targets and cash flow profile will be requested by KEF. These documents will form the basis for review, monitoring and evaluation. It is therefore essential that a robust project management process is in place to administer and direct KEF Projects. Funding is dependent on satisfactory quarterly reviews.

If the detail to be given here is the same as in the KEF strategic Overview Document then please cross reference.

3. Summary of outcomes/targets

Targets should realistically reflect the institution's capability to implement the Innovation plan. Institutions will not be asked to set targets at minimum levels in any category unless the total offered by all institutions in the Objective area do not reach projections already agreed in order to secure European Social Funds.

It is accepted that these targets are estimates and institutions are encouraged to use the figures to monitor actual performance at regular intervals and to notify the KEF team where they need to be adjusted up or down.

The KEF team will also monitor actual performance against projections when quarterly claims are submitted for reimbursement and may invite institutions to make adjustments where the variance is significant.

4. Finance

4.1 List all staff outlined in 3.4 and place a cost against them. Total the staff costs.

4.2 Give a total cost for all Travel and subsistence.

4.3 Itemise other project costs and total. Eligible costs are detailed in the operational guidance. A summary is given below.

5. Total Funding Requested. Please total 4.1 to 4.3 and should be no more than £79,166.67

Cost Summary:

- Advertising and promotion
- Consumables
- Depreciation of Owned Equipment
- Equipment items < £1,000
- Operating Equipment lease costs
- Telephone/Postage/ Fax/ Stationery/Office supplies
- Contract Services
- Professional fees
- Room hire

APPENDIX 1- GUIDANCE ON SMART OBJECTIVES

Specific – Write down the objective with specific boundaries associated with it. The more details you write down about the objective will enable you to have a clear picture of what it is you want to achieve.

Measurable – Put measures on the goal and this will help to evaluate and monitor the project progress.

Achievable – Making objectives achievable does not mean not challenging or not adding value.

Realistic – Within the time, budget and other factors is the objective realistically going to be met. The objective can still be very challenging to meet.

Timescales – What are the timescales, which you are going to assign to achieving the objective. Do you want to assign mid project timescales to monitor the project against? Formulate the Action Plan with deadlines and milestones enable you and others in the institution to understand the timescale of the project and what needs to be done by when.

APPENDIX 2: ESF ASSESSMENT CRITERIA FOR INNOVATION

These assessment criteria are designed to measure the eligibility, effectiveness and strategic nature of applications for support of the long and short term plans for innovation in FEIs and HEIs.

Following allocation of funds to successful plans, institutions must maintain documentary evidence to confirm that the intentions in the plan were carried out and that they met these assessment criteria. Documentary evidence must also be maintained to verify achievement of targets.

1. Does the plan meet any one of the added value criteria required of ESF supported projects?
 - Increase the numbers of people receiving training
 - Increase the number of hours of training on an existing course
 - Increase the number or level of qualifications an existing course can offer
 - Create additional positive outcomes which can be measured and clearly linked to additional funding. (Eg. Increased income from services to SMEs)
 - Create new permanent jobs or self-employment
 - Provide activities that are eligible for ESF support that would not have been available without it
 - Maintain existing activity which would otherwise be cut back
 - Provide planned activities earlier than otherwise would have been possible
 - Provide planned activities that would otherwise have been postponed

2. Is the plan confined to ESF eligible capacity building activities?
 - Training
 - (N.B. In the case of KEF this must be confined to development costs only where the costs of delivery may be funded from alternative sources).
 - Providing advice and information
 - Mentoring
 - Establishing and participating in networks and partnerships
 - Producing publicity materials, guides and manuals to disseminate lessons learnt and good practice
 - Establishing new systems i.e. financial systems, outreach or exit strategies
 - Employing or re-designating staff or using secondments
 - Carrying out audits (to establish where the target groups are)
 - Carrying out small pieces of research (to understand the need of the target groups). KEF will expect an explanation of why the research is necessary and a plan of how it will be carried out.

3. Is the plan confined to activities at NVQ levels 3-5.
4. Is the plan confined to activities which are science/technology and innovation related?

5. Are the activities sustainable?
 - Supported by other funding/revenue streams besides KEF
 - Meet an established demand



EUROPEAN UNION
European Social Fund
YR UNDEB EWROPEAIDD
Cronfa Gymdeithasol Ewrop

APPLICATION FOR KEF FUNDING SUPPORT

OPERATIONAL PLAN IN SUPPORT OF THE INSTITUTION'S PLAN FOR INNOVATION

Please refer to Guidance attached and to KEF Operational Guidance before completing this form.

1. Project Details

| | |
|-----------------------------|---|
| 1.1 Institution Name | |
| 1.2 Total Funding requested | £ |

1.3

Are all objectives eligible to be funded by KEF

| |
|-----------|
| Yes or No |
|-----------|

Has a risk assessment been conducted?

| |
|-----------|
| Yes or No |
|-----------|

Has the risk assessment informed the development of the plan?

| |
|-----------|
| Yes or No |
|-----------|

| | | | |
|------------------|--|---------------|--|
| 1.4 Contact name | | Position Held | |
| Address | | | |
| Postcode | | Telephone | |
| Fax | | Email | |

| | | | | |
|------------------|--|-----------|--|------|
| 1.5 Completed by | | | | |
| Name | | Signature | | Date |
| Position | | | | |

| | |
|---|--|
| 1.6 The undersigned: | |
| <ul style="list-style-type: none"> • fully support this application • confirms that it meets KEF eligibility requirements • confirms a satisfactory risk assessment has been conducted, and • all activities that are KEF funded will be effectively managed. | |
| Name | |
| Position | |
| Signature | |
| Date | |

Office use only
Date received

Log number issued

2. The Plan

| | | | |
|--------------------------------------|------------------------------|----------|----------------------------|
| 2.1 KEF Operation Plan start date | 1 st January 2004 | end date | 31 st July 2005 |
|--------------------------------------|------------------------------|----------|----------------------------|

2.2 Summary.

2.3 What expertise will be necessary to complete the KEF Operational plan successfully? Explain how the institution can meet this need from existing and/or new staff as appropriate.

2.4 How will the project be managed?

3. Summary of Outcomes

Please set targets in any of the categories listed below. These will form part of the Terms of Agreement between the institution and the Knowledge Exploitation Fund for the Project Period.

| Quantitative targets | |
|---|--|
| T1. Number of staff trained i.e. academic staff directly involved in the development and/or pilot delivery of science, technology or innovation related training resources where the costs of training or secondment into industry to meet learning needs are met by KEF. | |
| T2. Number of additional hours of science, technology or innovation related training resources developed for SMEs. (excluding online material) | |
| T3. Number of additional science, technology or innovation related training courses/modules/units developed for SMEs. (excluding online material) | |
| T4. Number of additional science, technology or innovation related training courses/modules/units piloted with SMEs. (excluding online material) | |
| T5. Percentage increase in the provision of work-based training and development services to SMEs. | |
| T6. Percentage increase in income generated from commercial services to SMEs. | |
| E-Training Networks Only | |
| T7. Number of hours of online science, technology or innovation related training resources developed for SMEs. | |
| T8. Other quantitative outcomes reflecting institutional plans to meet KEF aims, (please specify) | |
| Qualitative Targets | |
| T9. Development of policies to support innovation and the management of innovation within the institution . | |
| T10. New membership of external industry-based and /or innovation networks | |
| T11. Other qualitative outcomes reflecting institutional plans to meet KEF aims, (please specify) | |

4. Finance /£

| | |
|-------------------------------|-------------|
| | Staff costs |
| Each Individual (please list) | |
| 4.1Total | |

| | |
|----------|------------------------|
| | Travel and subsistence |
| 4.2Total | |

| | |
|----------|--|
| | Other Project costs – revenue items only |
| Itemise | |
| 4.3Total | |

| | |
|---------------------------|--|
| 4.4 Total Funding Request | |
|---------------------------|--|

STRATEGY FOR ENTREPRENEURSHIP APPLICATION FORM

Application Form Guidance

Introduction

Institutions are invited to submit an operational plan for the development of an entrepreneurship culture and supporting curriculum within the institution. KEF will support the capacity building elements of these strategies that are sustainable and which add value. Please follow these guidance notes carefully and ensure that the application form contains sufficient detail so that the KEF Assessment Panel can be assured that your planned activities are eligible for KEF support.

Key activities will be:

- the development and piloting of an entrepreneurship curriculum customised to the identified needs of students for the knowledge, skills and attitudes necessary for self employment and entrepreneurship
- the development of an institutional culture that will support the sustainable delivery of that curriculum.

The KEF team appreciates that a lot of time and effort has gone into developing your HEED plan. It is expected that the compiler will cut and paste relevant appropriate sections from the HEED plan and only to add narrative where clarity is required.

Guidance Notes for completion of KEF Entrepreneurship Operational Plan

- 1.1 Enter full name of institution
 - 1.2 Enter total amounts of funding requested for staff and other funding from section 4.4
 - 1.3 Answer the questions by deleting as appropriate.
 - 1.4 Enter contact details of the designated overall project manager for the implementation of the KEF Strategy for Entrepreneurship. This will normally be the budget holder. Full contact details, including address to which all mail should be addressed together with fax number, direct telephone number and email should be included.
 - 1.6 Name, position and signature of the person who completed the application form if different from 1.4.
 - 1.6 A Principal, Vice Chancellor or relevant senior manager with overall management responsibility for this area of activity should endorse the plan.
- 2.0 This section of the form identifies how KEF funds will be used to deliver the institution's entrepreneurship strategy.
 - 2.1 This is the KEF planning period.
 - 2.2 Should give a summary of the broad areas this proposal is going to tackle over the project period and the rationale behind them. Please explain and cross-reference to appropriate sections of your HEED plan where KEF funds will be used to add value to the institution's current capacity.

With the above information, the KEF Assessment Panel will use the following criteria to reach their conclusions about your proposals:

Capacity development linked clearly to institution's plan - Yes/Partial/No

Does the plan lead to long term sustainability? - Yes/Partial/No

- 2.3 Since 90% of KEF funding should be directed towards staff costs this part of the form should be used to identify the staff involved in the delivery of the plan.
- 2.4 Should detail the institutions specific management process. This should include:
 - the management structure for project control
 - how the plan has been devised, approved and authorised
 - an outline of monitoring, progress review and control arrangements

Once the Terms of Agreement (TOA) are issued a full project plan together with quarterly milestones, targets and cash flow profile will be requested by KEF. These documents will form the basis for review, monitoring and evaluation. It is therefore essential that a robust project management process is in place to administer and direct KEF Projects. Funding is dependent on satisfactory quarterly reviews.

If the detail to be given here is the same as in the KEF strategic Overview Document then please cross reference.

3. Summary of outcomes/targets

Targets should realistically reflect the institution's capability to implement the Entrepreneurship plan. Institutions will not be asked to set targets at minimum levels in any category unless the total offered by all institutions in the Objective area do not reach projections already agreed in order to secure European Social Funds.

It is accepted that these targets are estimates and institutions are encouraged to use the figures to monitor actual performance at regular intervals and to notify the KEF team where they need to be adjusted up or down.

The KEF team will also monitor actual performance against projections when quarterly claims are submitted for reimbursement and may invite institutions to make adjustments where the variance is significant.

4. Finance

4.1 List all staff outlined in 3.4 and place a cost against them. Total the staff costs.

4.2 Give a total cost for all Travel and subsistence.

4.3 Itemise other project costs and total. Eligible costs are detailed in the operational guidance. A summary is given below.

4.4 Total Funding Requested. Please total 4.1 to 4.3 and should be less or equal to £79,166.67

Cost Summary:

- Advertising and promotion
- Consumables
- Depreciation of Owned Equipment
- Equipment items < £1,000
- Operating Equipment lease costs
- Telephone/Postage/ Fax/ Stationery/Office supplies
- Contract Services
- Professional fees
- Room hire

**APPLICATION FOR KEF FUNDING SUPPORT
OPERATIONAL PLAN IN SUPPORT OF THE INSTITUTIONS' PLAN FOR
ENTREPRENEURSHIP**

Please refer to KEF Operational Guidance before completing this form.

2. Project Details

| | |
|-----------------------------|--|
| 1.1 Institution Name | |
|-----------------------------|--|

| | |
|------------------------------------|---|
| 1.2 Total Funding requested | £ |
|------------------------------------|---|

1.3

Are all objectives eligible to be funded by KEF?

| |
|-----------|
| Yes or No |
|-----------|

Has a risk assessment been conducted and informed the plan?

| |
|-----------|
| Yes or No |
|-----------|

| | | | |
|-------------------------|--|----------------------|--|
| 1.4 Contact name | | Position Held | |
| Address | | | |
| Postcode | | Telephone | |
| Fax | | Email | |

| | | | | | |
|-------------------------|--|-----------|--|------|--|
| 1.5 Completed by | | | | | |
| Name | | Signature | | Date | |
| Position | | | | | |

| | |
|---|--|
| 1.6 The undersigned: | |
| <ul style="list-style-type: none"> • fully support this application • confirms that it meets KEF eligibility requirements • confirms a satisfactory risk assessment has been conducted, and • all activities that are KEF funded will be effectively managed. | |
| Name | |
| Position | |
| Signature | |
| Date | |

Office use only
Date received

Log number issued

2. The Plan

| | | | |
|--------------------------------------|------------------------------|----------|----------------------------|
| 2.1 KEF Operation Plan start date | 1 st January 2004 | end date | 31 st July 2005 |
|--------------------------------------|------------------------------|----------|----------------------------|

2.2 Summary.

2.3 What expertise will be necessary to complete the KEF Operational plan successfully? Explain how the institution can meet this need from existing and/or new staff as appropriate.

2.4 How will the project be managed?

3. Summary of Outcomes

Please set targets in any of the categories listed below. These will form part of the Terms of Agreement between the institution and the Knowledge Exploitation Fund for the Project Period.

| Quantitative targets | |
|--|--|
| Number of students receiving entrepreneurship education i.e. <ul style="list-style-type: none"> attendees of accredited and non-accredited education options and pilots developed with KEF funds since January 2004 and recipients of business support services provided by the institution and enabled by KEF funds and can include awareness raising events though most resources should be developed and piloted for full accreditation to ensure future sustainability. | |
| Number of staff trained i.e. <ul style="list-style-type: none"> academic staff directly involved in the development and/or delivery of an entrepreneurship curriculum where the costs of training or secondment into industry to meet learning needs are met by KEF. | |
| Number of Entrepreneurship Scholars awarded | |
| Number of hours of additional entrepreneurship education resources developed | |
| Number of additional training courses/modules/units piloted | |
| Number of e-clubs for students and graduates set up with KEF funds. | |
| Other quantitative outcomes reflecting institutional plans to meet KEF aims (please specify) | |

Qualitative Targets

| Qualitative Targets | |
|---|--|
| Development of policies to encourage an entrepreneurship culture | |
| New membership of external entrepreneurship networks | |
| Other qualitative outcomes reflecting institutional plans to meet KEF aims (please specify) | |
| Other qualitative outcomes reflecting institutional plans to meet KEF aims (please specify) | |

4. Finance /£

| | |
|-------------------------------|-------------|
| | Staff costs |
| Each Individual (please list) | |
| 4.1Total | |

| | |
|----------|------------------------|
| | Travel and subsistence |
| 4.2Total | |

| | |
|----------|--|
| | Other Project costs – revenue items only |
| Itemise | |
| 4.3Total | |

| | |
|---------------------------|--|
| 4.4 Total Funding Request | |
|---------------------------|--|

HEED TARGETS & REQUIRED MONITORING INFORMATION

Table A - Training & Consultancy Income

| | Income from training (excluding TCS) | Income from Teaching Company Schemes (TCS) | Other income | Total TACS income | Of which, EU income |
|-----------------|--------------------------------------|--|--------------|-------------------|---------------------|
| Actual: | | | | | |
| 2000/01 | | | | | |
| 2001/02 | | | | | |
| Forecast | | | | | |
| 2002/03 | | | | | |
| Target | | | | | |
| 2003/04 | | | | | |
| 2004/05 | | | | | |
| 2005/06 | | | | | |

Actual figures should correspond to those provided in the response to Circular W02/22HE and subsequently verified by institutions

Table B - Contract Research Income

| | Income from UK Central Govt., Local Authorities, Health, Hospitals | Income from UK industry, commerce and public corporations | EU government bodies and EU other Income | Total CR income |
|-----------------|--|---|--|-----------------|
| Actual: | | | | |
| 2000/01 | | | | |
| 2001/02 | | | | |
| Forecast | | | | |
| 2002/03 | | | | |
| Target | | | | |
| 2003/04 | | | | |
| 2004/05 | | | | |
| 2005/06 | | | | |

Actual figures should correspond to data returned to HESA and used for calculating CR allocations

Table C - Intellectual Property

| | No. of invention disclosures made in year | No. of new UK patents filed in year | No. of UK Patents granted in year | Total no. of UK patents held | Total no. of UK patents allowed to lapse | Licences granted to UK based companies on the basis of HEI-owned IPR | Total revenues from IP £* |
|-----------------|---|-------------------------------------|-----------------------------------|------------------------------|--|--|---------------------------|
| Actual: | | | | | | | |
| 2000/01 | | | | | | | |
| 2001/02 | | | | | | | |
| Forecast | | | | | | | |
| 2002/03 | | | | | | | |
| Target | | | | | | | |
| 2003/04 | | | | | | | |
| 2004/05 | | | | | | | |
| 2005/06 | | | | | | | |

**Please note if this figure is also included under total TACS income within table A*

Table D - Income from equipment-related services, eg analysis, measurement & testing activities

| | *Welsh-based businesses/other bodies | *UK-based businesses/other bodies | *Foreign-based businesses/other bodies | *Total £000 |
|-----------------|--------------------------------------|-----------------------------------|--|-------------|
| Actual: | | | | |
| 2000/01 | | | | |
| 2001/02 | | | | |
| Forecast | | | | |
| 2002/03 | | | | |
| Target | | | | |
| 2003/04 | | | | |
| 2004/05 | | | | |
| 2005/06 | | | | |

**Please note if any of these figures are also included within Table A*

Table E - Graduate Employability

| | No. & % of depts involving employers in curriculum planning | % of undergrads undertaking placements/ work exp. in business | % of staff undertaking work experience/ industrial placements | No. & % of courses offering employability modules | No. & % of courses offering entrepreneurship modules | No. of KEF E scholarships applied for | Number of KEF E scholarships awarded |
|-----------------|---|---|---|---|--|---------------------------------------|--------------------------------------|
| Actual: | | | | | | | |
| 2000/01 | | | | | | | |
| 2001/02 | | | | | | | |
| Forecast | | | | | | | |
| 2002/03 | | | | | | | |
| Target | | | | | | | |
| 2003/04 | | | | | | | |
| 2004/05 | | | | | | | |
| 2005/06 | | | | | | | |

Table F - Spinout Activity

| | No. of spinouts via WSP | Est'd no. of employees | *Est'd Funding levered in from other sources £ | No of other spinouts | Est'd no. of employees | *Esti'd Funding levered in from other sources £ | Total no. of spinouts | Total no. of 5 or more years duration |
|-----------------|-------------------------|------------------------|--|----------------------|------------------------|---|-----------------------|---------------------------------------|
| Actual: | | | | | | | | |
| 2000/01 | | | | | | | | |
| 2001/02 | | | | | | | | |
| Forecast | | | | | | | | |
| 2002/03 | | | | | | | | |
| Target | | | | | | | | |
| 2003/04 | | | | | | | | |
| 2004/05 | | | | | | | | |
| 2005/06 | | | | | | | | |

** Including owner investment*

Table G - Other quantifiable measures used by the institution (please specify)

| Actual: | * | * | | |
|-----------------|---|---|--|--|
| 2000/01 | | | | |
| 2001/02 | | | | |
| Forecast | | | | |
| 2002/03 | | | | |
| Target | | | | |
| 2003/04 | | | | |
| 2004/05 | | | | |
| 2005/06 | | | | |

Table H - Monitoring information – please tick appropriate box

Does your institution:

| | Yes | No | Under development |
|--|-----|----|-------------------|
| 1. Provide a financial incentive to encourage departments to engage in commercialisation activities ? | | | |
| 2. Incentivise individual members of staff to engage in commercial activities ? | | | |
| 3. Reward individual staff for their intellectual property ? | | | |
| 4. Have a dedicated unit to provide a central point of contact for businesses ? | | | |
| 5. Have a commercialisation company or department to manage TACS and CR activities ? | | | |
| 6. Have a centralised contracting system for all staff-business interactions ? | | | |
| 7. Work with local authorities and other key local partners in the development of regional skills and/or economic development strategies ? | | | |
| 8. Have an active alumni association ? | | | |
| 9. Provide incubation facilities for new/ emerging businesses ? | | | |
| 10. Have formal links with employers organisations in Wales, eg CBI, FSB & Cs of C ? | | | |
| 11. Run an Enterprise (E) Club or similar ? | | | |
| 12. Allow local community groups/voluntary organisations etc to make use of institutional facilities free of charge ? | | | |

